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**THE ROLE OF SUPPORTIVE HRM PRACTICES IN
PROMOTING WORK ENGAGEMENT:
A STUDY IN STATUTORY BODY**

By



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Thesis Submitted to

Othman Yeop Abdullah Graduate School of Business

Universiti Utara Malaysia

**In Partial Fulfillment of the Requirement for the Master of
(Human Resource Management)**

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ABSTRACT

This study aims to identify the relationship between Human Resource Practices (participative in decision making, fair rewards, and supervisor support) and work engagement. The sample of this study was clerical staff in one of the Statutory Body. There are 124 clerical staffs participated in this study. The method used to analyse the data is Statistical Package for Social Sciences 22.0 (SPSS). The findings of this study showed that only participative in decision making was significant with work engagement. According to the findings, limitations of this study and suggestions for future study were put forward.

Keywords: Work engagement, participative in decision making, fair rewards, and supervisor support



ABSTRAK

Kajian ini bertujuan untuk mengaji hubungan antara sumber organisasi (penglibatan dalam keputusan, ganjaran adil, dan sokongan penyelia) dan penglibatan kerja dalam kalangan kakitangan perkeranian. Sampel kajian ini ialah kakitangan perkeranian di salah sebuah Badan Berkanun. Terdapat 124 kakitangan perkeranian yang bersetuju untuk melibatkan diri dalam kajian ini dan dijemput untuk mengisi soal selidik. Kaedah yang digunakan untuk menganalisis data dalam kajian ini ialah Pakej Statistik untuk Sains Sosial 22.0. Keputusan kajian ini menunjukkan bahawa antara tiga pemboleh ubah bebas yang diuji hanya penglibatan dalam keputusan yang signifikan dengan penglibatan kerja. Menurut keputusan kajian ini, batasan kajian dan cadangan untuk kajian pada masa depan telah dikemukakan.

Kata Kunci: Penglibatan kerja, penglibatan dalam keputusan, ganjaran adil, sokongan penyelia



ACKNOWLEDGEMENT

First of all, I would like to express my appreciation to the God for making my study successful. Besides that, I am grateful and thank you to everyone who contributed and helped me all along the journey in finishing this master thesis.

Next, I am sincerely grateful to have a kind, patient, and helpful lecturer, Dr. Choo Ling Suan and Dr. Hadziroh Binti Ibrahim. Without the guidance and encouragement of my supervisors, I am unable to complete this master study. I am really appreciate on their advices so that I am able to do correction on my thesis to make it better.

Moreover, I am grateful that I have a supportive family who always encourage me along my study. My late mother and brother always encourage me when I felt depress and struggled with problems. When I was at the beginning of my study, I have to spare more time to take care of my late mother from her illness. I was in the midst of hardship in year 2017 when I lost both of them. This is a huge challenge for me as I was thinking to give up my master study at that moment. However, I overcame the challenge and continue to work on it because I believed that they would like to share on my success in the heaven.

Furthermore, I will never forget to thank all my friends who shared all information or news from UUM with me. They are my battle companions and we promise to attend the convocation together.

Lastly, sincerely thank you to all who are by my side as always.

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LIST OF ABBREVIATIONS

Abbreviation	Description of Abbreviation
COR	Conservation of Resources
FR	Fair Rewards
HRM	Human Resource Management
PDM	Participative in Decision Making
SPM	Sijil Pelajaran Tinggi
SPSS	Statistical Package for the Social Science
SS	Supervisor Support
STPM	Sijil Tinggi Persekolahan Malaysia
WE	Work Engagement



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CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Engagement is a popular term used in business, consultancy, and academia. The origin term of “employee engagement” was first used by the Gallup organization in the 1990s (Buckingham & Coffman, 1999). Although the terms like “employee engagement” and “work engagement” can be used interchangeably, work engagement is more suitable to be used in describing the relationship of the employee with work (Schaufeli & Bakker, 2010). Kahn (1990) defined engagement “as the harnessing of organizational members’ selves to their work roles, in engagement, people employ and express themselves physically, cognitively, and emotionally during role performances” (p.694).

Schaufeli and colleagues (Schaufeli, Salanova, Gonzalez-Roma, & Bakker, 2002) defined engagement as “a positive, fulfilling, work-related state of mind that is characterized by vigor, dedication, and absorption” (p.74). According to Schaufeli et al. (2002), vigor refers to high levels of energy and mental resilience in work, dedication refers to having strong work involvement and experiencing a sense of significance, enthusiasm, and challenge, and absorption refers to fully concentrated and joyfully engrossed in the working place, whereby time passes swiftly and is uneasy to detach oneself from work.

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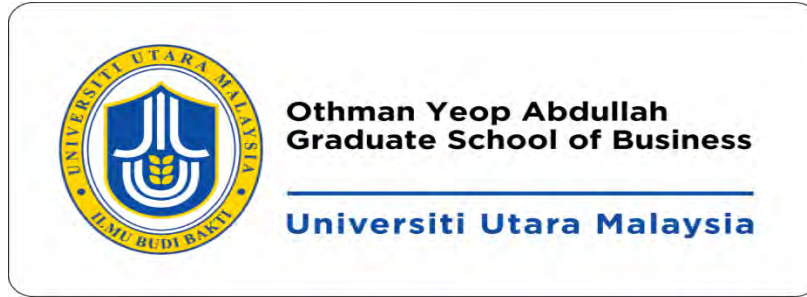
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Appendix A: Questionnaire



Dear Respondent,

THE ROLE OF SUPPORTIVE HRM PRACTICES IN PROMOTING WORK ENGAGEMENT: A STUDY IN STATUTORY BODY

As a final year student from Master of Human Resource Management, I am in the process of completing a research project titled “The Role of Supportive HRM Practices in Promoting Work Engagement : A Study in Statutory Body.

It will take about 10 minutes to complete. I hope that you can answer based on your honest opinion. Please be assured that there is no right or wrong answer. I am only interested in your opinion. The information given will be solely used for academic purposes.

Participation in this study is on a voluntary basis. Should you wish not comfortable with the participation, no record of your decision will be recorded. Kindly be assured of complete confidentiality and at no time your identity will be identified in this survey.

Once you have completed, kindly return it to the representative in your company. Thank you for your valuable time in completing this survey.

MARINA BINTI NAWI



**Othman Yeop Abdullah
Graduate School of Business**

Universiti Utara Malaysia

Responden yang dihormati,

**PERANAN AMALAN PENGURUSAN SUMBER MANUSIA YANG
MENYOKONG PENGGALAKAN KETERLIBATAN KERJA : KAJIAN
DI BADAN BERKANUN**

Saya seorang pelajar tahun akhir Sarjana Pengurusan Sumber Manusia, sedang dalam proses melengkapkan projek penyelidikan bertajuk “Peranan Amalan Pengurusan Sumber Manusia Yang Menyokong Penggalakan Keterlibatan Kerja : Kajian Badan Berkanun”.

Kaji selidik ini akan mengambil masa 10 minit untuk dilengkap. Saya berharap anda dapat menjawab soalan berdasarkan pendapat anda secara jujur. Tiada jawapan yang betul atau salah. Saya hanya berminat untuk mengetahui pendapat anda. Maklumat yang diberikan hanya akan digunakan untuk tujuan akademik semata-mata.

Pelibatan dalam kajian ini adalah secara sukarela. Jika anda berasa tidak selesa untuk mengambil bahagian, tiada rekod berkaitan keputusan anda akan dirakamkan. Anda diberikan jaminan akan kerahsiaan penuh ke atas identiti anda, dan ianya tidak akan didedahkan di dalam kaji selidik ini.

Apabila anda selesai menjawab kaji selidik ini, sila pulangkan kepada wakil penyelidik di syarikat anda. Terima kasih kerana meluangkan masa melengkap kaji selidik ini.

MARINA BINTI NAWI

Section A : Respondent's Detail

Seksyen A : Detail Reponden

This purpose of this section is to analyse the background of clerical staff in organisation.

Tujuan untuk mengaji dan menganalisis latar belakang kakitangan kerani dalam organisasi

Instruction: Please tick (/) in the appropriate box.

Arahan Sila tandakan (✓) pada kotak yang sesuai.

<p>1. Gender <i>Jantina</i></p> <p><input type="checkbox"/> Male <i>Lelaki</i></p> <p><input type="checkbox"/> Female <i>Perempuan</i></p>	<p>3. Marital Status <i>Status Perkahwinan</i></p> <p><input type="checkbox"/> Single <i>Bujang</i></p> <p><input type="checkbox"/> Married <i>Berkahwin</i></p> <p><input type="checkbox"/> Widow/Widower <i>Janda/Duda</i></p>
<p>2. Age <i>Umur</i></p> <p><input type="checkbox"/> 20 - 25 years old 20 - 25 tahun</p> <p><input type="checkbox"/> 26 - 30 years old 26 - 30 tahun</p> <p><input type="checkbox"/> 31 - 35 years old 31 - 35 tahun</p> <p><input type="checkbox"/> 36 - 40 years old 36 - 40 tahun</p>	<p>4. Ethnic Background <i>Latarbelakang Kaum</i></p> <p><input type="checkbox"/> Malay <i>Melayu</i></p> <p><input type="checkbox"/> Chinese <i>Cina</i></p> <p><input type="checkbox"/> Indian <i>India</i></p>

<input data-bbox="354 195 423 226" type="checkbox"/> Above 40 years old <i>Melebihi 40 tahun</i>	<input data-bbox="857 195 927 226" type="checkbox"/> Others Please specify: _____ <i>Lain-lain</i> <i>Sila</i> nyatakan: _____
---	--



5. Highest qualification

Pendidikan tertinggi

☐

SPM/STPM

☐

Certificate
Sijil

☐

Diploma
Diploma

☐

Degree
Ijazah

☐

Others.

Please specify: _____

Lain-lain

Sila nyatakan: _____

6. Length of services in the organization

Jangkamasa perkhidmatan anda di dalam organisasi ini

☐

Less than 1 year
Kurang daripada setahun

☐

1 - 3 years
1 - 3 tahun

☐

4 - 6 years
4 - 6 tahun

☐

More than 6 years
Melebihi 6 tahun

7. Department

Jabatan



UUM
Universiti Utara Malaysia

Section B : Supportive HR Practice Survey

Seksyen B:

The purpose of this section is to identify the level of HR's practice among clerical staff in the organisation.

Tujuan untuk mengenalpasti tahap amalan HR dalam kakitangan perkeranian dalam organisasi

Instruction: Please rate the following statements by circling the appropriate number using the scale of 1 = Strongly Disagree to 7 = Strongly Agree

Arahan: Sila beri nilai kepada pernyataan berikut dengan menanda bulatan pada nombor yang berkenaan menggunakan skala 1 = Sangat Tidak Setuju hingga 7 = Sangat Setuju

Strongly Disagree <i>Sangat Tidak Setuju</i>	Disagree <i>Tidak Setuju</i>	More Or Less Disagree <i>Agak Tidak Setuju</i>	Undecided <i>Tiada Keputusan</i>	More Or Less Agree <i>Agak Setuju</i>	Agree <i>Setuju</i>	Strongly Agree <i>Sangat Setuju</i>
1	2	3	4	5	6	7

A: PARTICIPATIVE IN DECISION MAKING

No.	Statement	1	2	3	4	5	6	7
1.	Within my work-group the people most affected by decisions frequently participate in making the decisions <i>Dalam pasukan kerja saya, ahli yang paling terkesan dengan suatu</i>	1	2	3	4	5	6	7

	<i>keputusan sering mengambil bahagian dalam membuat keputusan tersebut</i>							
2.	<p>In my workgroup there is a great deal of opportunity to be involved in resolving problems which affect the group</p> <p><i>Dalam pasukan kerja saya terdapat peluang yang besar untuk mengambil bahagian dalam menyelesaikan masalah yang membabitkan pasukan itu</i></p>	1	2	3	4	5	6	7
3.	<p>I am allowed to participate in decisions regarding my job</p> <p><i>Saya dibenarkan mengambil bahagian dalam membuat keputusan berkaitan kerja saya</i></p>	1	2	3	4	5	6	7
4.	<p>I am allowed a significant degree of influence in decisions regarding my work</p> <p><i>Saya diberikan sebahagian kuasa untuk mempengaruhi keputusan berkaitan kerja saya</i></p>	1	2	3	4	5	6	7
5.	<p>My supervisor usually asks for my opinions and thoughts in decisions affecting my work</p> <p><i>Penyelia saya selalunya bertanya pendapat dan buah fikiran saya berkenaan keputusan yang membabitkan kerja saya</i></p>	1	2	3	4	5	6	7

Instruction: Please rate the following statements that indicate by circling the appropriate number using the scale of 1 = Strongly Disagree to 5 = Strongly Agree.

Arahan: Sila beri nilai kepada pernyataan berikut dengan menanda bulatan pada nombor yang berkenaan menggunakan skala 1 = Sangat Tidak Setuju hingga 5 = Sangat Setuju

B: FAIR REWARDS

Strongly Disagree <i>Sangat Tidak Setuju</i>	Disagree <i>Tidak Setuju</i>	Neutral <i>Neutral</i>	Agree <i>Setuju</i>	Strongly Agree <i>Sangat Setuju</i>
1	2	3	4	5

No.	Statement	1	2	3	4	5
1.	I am fairly rewarded with the responsibilities that I held in this job <i>Saya diberi ganjaran yang setimpal dengan tanggungjawab yang saya pegang dalam pekerjaan ini</i>	1	2	3	4	5
2.	I am fairly rewarded in view of the amount of experience that I have <i>Saya diberi ganjaran yang setimpal berbanding pengalaman yang saya miliki</i>	1	2	3	4	5
3.	I am fairly rewarded for the amount of effort I put forth at work <i>Saya diberi ganjaran yang setimpal ke atas jumlah usaha yang saya lakukan untuk kerja ini</i>	1	2	3	4	5
4.	I am fairly rewarded for the work I have done well <i>Saya diberi ganjaran yang setimpal untuk kerja yang telah saya lakukan dengan baik</i>	1	2	3	4	5
5.	I am fairly rewarded for the stress and strains in	1	2	3	4	5

No.	Statement	1	2	3	4	5
	my job. <i>Saya diberi ganjaran yang setimpal bagi tekanan dan ketegangan yang saya alami dalam pekerjaan ini</i>					

Instruction: Please rate the following statements by circling the appropriate number using the scale of 1 = Strongly Disagree to 5 = Strongly Agree.

Arahan: Sila beri nilai kepada pernyataan berikut dengan menanda bulatan pada nombor yang berkenaan menggunakan skala 1 = Sangat Tidak Setuju hingga 5 = Sangat Setuju

C: SUPERVISOR SUPPORT

Strongly Disagree <i>Sangat Tidak Setuju</i>	Disagree <i>Tidak Setuju</i>	Neutral <i>Neutral</i>	Agree <i>Setuju</i>	Strongly Agree <i>Sangat Setuju</i>
1	2	3	4	5

No.	Statement	1	2	3	4	5
1.	My supervisor takes the time to learn about my career goals and aspirations <i>Penyelia saya meluangkan masa untuk mengenalpasti sasaran dan aspirasi kerjaya saya</i>	1	2	3	4	5
2.	My supervisor cares about whether or not I achieve my career goals <i>Penyelia saya mengambil berat berkenaan pencapaian sasaran kerjaya saya</i>	1	2	3	4	5
3.	My supervisor keeps me informed about different career opportunities for me in the organization	1	2	3	4	5

No.	Statement	1	2	3	4	5
	<i>Penyelia saya memaklumkan kepada saya peluang-peluang kerjaya yang berbeza untuk saya dalam organisasi ini</i>					
4.	My supervisor makes sure I get the credit when I accomplish something substantial on the job <i>Penyelia saya memastikan bahawa saya mendapat pujian apabila saya mencapai sesuatu kejayaan yang besar dalam kerja saya</i>	1	2	3	4	5
5.	My supervisor gives me helpful feedback about my performance <i>Penyelia saya memberikan maklum balas yang berguna berkenaan prestasi saya</i>	1	2	3	4	5
6.	My supervisor gives me helpful advice about improving my performance when I need it <i>Penyelia saya memberikan nasihat yang berguna bagi meningkatkan prestasi saya ketika saya memerlukannya</i>	1	2	3	4	5
7.	My supervisor supports my attempts to acquire training or education to further my career <i>Penyelia saya menyokong usaha saya untuk mendapatkan latihan atau pendidikan bagi memajukan kerjaya saya</i>	1	2	3	4	5
8.	My supervisor provides assignments that give me the opportunity to develop and strengthen new skills <i>Penyelia saya menyediakan tugas yang memberikan saya peluang untuk mengembang dan mengukuhkan kemahiran baharu</i>	1	2	3	4	5
9.	My supervisor assigns me special projects that increase my visibility in the organization <i>Penyelia saya memberikan tugas dalam</i>	1	2	3	4	5

No.	Statement	1	2	3	4	5
	<i>projek khas yang menyerlahkan saya di dalam organisasi</i>					

Section C : Work Engagement

Seksyen C: Keterlibatan Kerja

The purpose of this section is to identify the impacts of HR's supportive practice to the clerical staff in the organisation.

Tujuan untuk mengenalpasti kesan sokongan peranan amalan HR terhadap kakitangan perkeranian dalam organisasi

Instruction: Please read each statement carefully and decide if you ever feel this way about your job. If you have never had this feeling, circle the "0" (zero) in the space after the statement. If you have had this feeling, indicate how often you felt it by circle the number (from 1 to 6) that best describes how frequently you feel that way.

Arahan: Sila baca setiap pernyataan secara teliti dan putuskan jika anda pernah merasainya di dalam pekerjaan anda. Jika anda tidak pernah berasa sedemikian, bulatkan nombor "0" (sifar) dalam ruang selepas pernyataan tersebut. Jika anda ada merasainya, nyatakan kekerapan perasaan tersebut dengan membulatkan nombor berkaitan (dari 1 hingga 6) yang melambangkan kekerapan anda merasai perasaan tersebut.

Never <i>Tidak Pernah</i>	A Few Times A Year Or Less <i>Beberapa Kali Setahun</i>	Once A Month Or Less <i>Sekali Atau Kurang Dalam Sebulan</i>	A Few Times A Month <i>Beberapa Kali Sebulan</i>	Once A Week <i>Sekali Seminggu</i>	A Few Times A Week <i>Beberapa Kali Seminggu</i>	Everyday <i>Setiap Hari</i>
-------------------------------------	---	--	--	--	--	---------------------------------------

0	1	2	3	4	5	6
---	---	---	---	---	---	---

No.	Statement	Never <i>Tidak Pernah</i>	A Few Times A Year Or Less <i>Beberapa Kali Setahun</i>	Once A Month Or Less <i>Sekali Atau Kurang Dalam Sebulan</i>	A Few Times A Month <i>Beberapa Kali Sebulan</i>	Once A Week <i>Sekali Seminggu</i>	A Few Times A Week <i>Beberapa Kali Seminggu</i>	Everyday <i>Setiap Hari</i>
1	At my work, I feel bursting with energy. <i>Saya berasa bertenaga ketika bekerja.</i>	0	1	2	3	4	5	6
2.	At my job, I feel strong and vigorous. <i>Saya berasa kuat dan bertenaga ketika bekerja.</i>	0	1	2	3	4	5	6
3.	I am enthusiastic about my job. <i>Saya sangat bersemangat untuk bekerja.</i>	0	1	2	3	4	5	6
4.	My job inspires me. <i>Pekerjaan saya memberikan</i>	0	1	2	3	4	5	6

No.	Statement	Never <i>Tidak Pernah</i>	A Few Times A Year Or Less <i>Beberapa Kali Setahun</i>	Once A Month Or Less <i>Sekali Atau Kurang Dalam Sebulan</i>	A Few Times A Month <i>Beberapa Kali Sebulan</i>	Once A Week <i>Sekali Seminggu</i>	A Few Times A Week <i>Beberapa Kali Seminggu</i>	Everyday <i>Setiap Hari</i>
	<i>saya inspirasi</i>							
5.	When I get up in the morning, I feel like going to work. <i>Apabila saya bangun di waktu pagi, saya bersemangat untuk pergi bekerja.</i>	0	1	2	3	4	5	6
6.	I feel happy when I am working intensely. <i>Saya gembira ketika bekerja kuat.</i>	0	1	2	3	4	5	6
7.	I am proud of the work that I do. <i>Saya berbangga dengan kerja yang saya</i>	0	1	2	3	4	5	6

No.	Statement	Never <i>Tidak Pernah</i>	A Few Times A Year Or Less <i>Beberapa Kali Setahun</i>	Once A Month Or Less <i>Sekali Atau Kurang Dalam Sebulan</i>	A Few Times A Month <i>Beberapa Kali Sebulan</i>	Once A Week <i>Sekali Seminggu</i>	A Few Times A Week <i>Beberapa Kali Seminggu</i>	Everyday <i>Setiap Hari</i>
	<i>lakukan.</i>							
8.	I am immersed in my work. <i>Saya amat tekun bekerja.</i>	0	1	2	3	4	5	6
9.	I get carried away when I am working <i>Saya sering terbawa-bawa ketika bekerja.</i>	0	1	2	3	4	5	6

Thank you for taking time to complete this form. Please insert the questionnaire into the envelope and return to the representative from your company.

Terima kasih kerana meluangkan masa untuk mengisiborang ini. Sila masukkan borang kaji selidik ini di dalam sampul surat dan pulangkan kepada wakil syarikat anda.

Appendix B: Respondents' Profile

i) Gender

Gender					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	26	21.0	21.0	21.0
	Female	98	79.0	79.0	100.0
	Total	124	100.0	100.0	

ii) Age

Age					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	20-25 years old	9	7.3	7.3	7.3
	26-30 years old	21	16.9	16.9	24.2
	31-35 years old	40	32.3	32.3	56.5
	36-40 years old	27	21.8	21.8	78.2
	Above 40 years old	27	21.8	21.8	100.0
	Total	124	100.0	100.0	

iii) Marital Status

Marital Status					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Single	35	28.2	28.2	28.2
	Married	83	66.9	66.9	95.2
	Widow/Widower	6	4.8	4.8	100.0
	Total	124	100.0	100.0	

Appendix B: Respondents' Profile (Continued)

iv) Ethnic Background

Ethnic Background					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Malay	120	96.8	96.8	96.8
	Indian	2	1.6	1.6	98.4
	Others	2	1.6	1.6	100.0
	Total	124	100.0	100.0	

v) Highest Qualification

Highest Qualification					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SPM/STP M	60	48.4	48.4	48.4
	Certificate	7	5.6	5.6	54.0
	Diploma	32	25.8	25.8	79.8
	Degree	23	18.5	18.5	98.4
	Others	2	1.6	1.6	100.0
	Total	124	100.0	100.0	

vi) Length of Services

Length of Services					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than 1 year	8	6.5	6.5	6.5
	1-3 years	15	12.1	12.1	18.5
	4-6 years	10	8.1	8.1	26.6
	More than 6 years	91	73.4	73.4	100.0
	Total	124	100.0	100.0	

Appendix B: Respondents' Profile (Continued)

vii) Department

Department					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Credit Control	85	68.5	68.5	68.5
	Commercial Infrastructure	2	1.6	1.6	70.2
	Education Organization	7	5.6	5.6	75.8
	Higher Education	13	10.5	10.5	86.3
	Information Technology	7	5.6	5.6	91.9
	Skills and Technical	9	7.3	7.3	99.2
	Investment and Development	1	.8	.8	100.0
	Total	124	100.0	100.0	

Appendix C: Results of Reliability Analysis

i) Participative in Decision Making

Case Processing Summary			
		N	%
Cases	Valid	124	100.0
	Excluded ^a	0	.0
	Total	124	100.0
a. Listwise deletion based on all variables in the procedure.			

Reliability Statistics	
Cronbach's Alpha	N of Items
.628	5

Item Statistics			
	Mean	Std. Deviation	N
DM1	5.4194	1.13408	124
DM2	4.5968	1.28100	124
DM3	5.2097	1.09154	124
DM4	4.8710	1.11871	124
DM5	4.9355	1.44122	124

Item-Total Statistics				
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
DM1	19.6129	13.361	.038	.719
DM2	20.4355	9.581	.471	.525
DM3	19.8226	10.180	.515	.514
DM4	20.1613	10.120	.504	.517
DM5	20.0968	9.080	.438	.545

Scale Statistics			
Mean	Variance	Std. Deviation	N of Items
25.0323	14.958	3.86760	5

Appendix C: Results of Reliability Analysis (Continued)

ii) Fair Rewards

Case Processing Summary			
		N	%
Cases	Valid	124	100.0
	Excluded ^a	0	.0
	Total	124	100.0
a. Listwise deletion based on all variables in the procedure.			

Reliability Statistics	
Cronbach's Alpha	N of Items
.907	5

Item Statistics			
	Mean	Std. Deviation	N
FR1	3.3952	.76316	124
FR2	3.3548	.78806	124
FR3	3.3871	.72929	124
FR4	3.4919	.72690	124
FR5	3.1694	.87161	124

Item-Total Statistics				
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
FR1	13.4032	7.527	.692	.901
FR2	13.4435	7.013	.808	.877
FR3	13.4113	7.268	.816	.876
FR4	13.3065	7.385	.783	.883
FR5	13.6290	6.853	.744	.893

Scale Statistics			
Mean	Variance	Std. Deviation	N of Items
16.7984	11.008	3.31780	5

Appendix C: Results of Reliability Analysis (Continued)

iii) Supervisor Support

Case Processing Summary			
		N	%
Cases	Valid	124	100.0
	Excluded ^a	0	.0
	Total	124	100.0
a. Listwise deletion based on all variables in the procedure.			

Reliability Statistics	
Cronbach's Alpha	N of Items
.941	9

Item Statistics			
	Mean	Std. Deviation	N
SS1	3.3468	.81694	124
SS2	3.4113	.83629	124
SS3	3.2258	.83460	124
SS4	3.0323	.80583	124
SS5	3.4919	.80138	124
SS6	3.5323	.90559	124
SS7	3.4758	.81114	124
SS8	3.4597	.85918	124
SS9	3.0887	.83629	124

Appendix C: Results of Reliability Analysis (Continued)

Item-Total Statistics				
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
SS1	26.7177	30.790	.757	.935
SS2	26.6532	30.050	.826	.931
SS3	26.8387	30.429	.781	.934
SS4	27.0323	31.056	.737	.936
SS5	26.5726	30.962	.753	.935
SS6	26.5323	29.227	.845	.930
SS7	26.5887	30.423	.809	.932
SS8	26.6048	30.469	.750	.935
SS9	26.9758	31.113	.698	.938

Scale Statistics			
Mean	Variance	Std. Deviation	N of Items
30.0645	38.321	6.19040	9

iv) Work Engagement

Case Processing Summary			
		N	%
Cases	Valid	124	100.0
	Excluded ^a	0	.0
	Total	124	100.0
a. Listwise deletion based on all variables in the procedure.			

Reliability Statistics	
Cronbach's Alpha	N of Items
.847	9

Appendix C: Results of Reliability Analysis (Continued)

Item Statistics			
	Mean	Std. Deviation	N
WE1	4.3065	.78789	124
WE2	4.1452	.85248	124
WE3	4.2581	.81521	124
WE4	4.0000	1.18253	124
WE5	4.1613	.93171	124
WE6	4.2339	.93799	124
WE7	4.2823	.95049	124
WE8	4.1935	.99329	124
WE9	2.8790	1.62096	124

Item-Total Statistics				
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
WE1	32.1532	32.050	.728	.820
WE2	32.3145	31.925	.676	.822
WE3	32.2016	31.951	.710	.821
WE4	32.4597	28.982	.690	.816
WE5	32.2984	31.057	.697	.819
WE6	32.2258	30.957	.702	.818
WE7	32.1774	30.911	.695	.819
WE8	32.2661	31.368	.612	.826
WE9	33.5806	34.603	.101	.910

Scale Statistics			
Mean	Variance	Std. Deviation	N of Items
36.4597	39.161	6.25787	9

Appendix D: Results of Correlation Analysis, ANOVA, and Coefficients

i) Correlations

Descriptive Statistics			
	Mean	Std. Deviation	N
WE	4.0511	.69532	124
DM	4.9032	.91382	124
FR	3.3597	.66356	124
SS	3.3405	.68782	124

Correlations					
		WE	DM	FR	SS
Pearson Correlation	WE	1.000	.463	.378	.422
	DM	.463	1.000	.410	.538
	FR	.378	.410	1.000	.623
	SS	.422	.538	.623	1.000
Sig. (1-tailed)	WE	.	.000	.000	.000
	DM	.000	.	.000	.000
	FR	.000	.000	.	.000
	SS	.000	.000	.000	.
N	WE	124	124	124	124
	DM	124	124	124	124
	FR	124	124	124	124
	SS	124	124	124	124

Variables Entered/Removed ^a			
Model	Variables Entered	Variables Removed	Method
1	SS, DM, FR ^b	.	Enter
a. Dependent Variable: WE			
b. All requested variables entered.			

Appendix D: Results of Correlation Analysis, ANOVA, and Coefficients (Continued)

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.519a	.270	.252	.60153
a. Predictors: (Constant), SS, DM, FR				

ANOVA						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	16.047	3	5.349	14.783	.000b
	Residual	43.420	120	.362		
	Total	59.467	123			
a. Dependent Variable: WE						
b. Predictors: (Constant), SS, DM, FR						

Coefficients											
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.	95.0% Confidence Interval for B		Correlations		
		B	Std. Error	Beta			Lower Bound	Upper Bound	Zero-order	Partial	Partial
1	(Constant)	1.809	.344		5.254	.000	1.127	2.491			
	DM	.240	.071	.316	3.392	.001	.100	.381	.463	.296	.265
	FR	.157	.105	.150	1.491	.139	-.051	.365	.378	.135	.116
	SS	.161	.110	.159	1.462	.146	-.057	.378	.422	.132	.114
a. Dependent Variable: WE											